United Nations ECE/CES/2018/20

Economic and Social Council

Distr.: General
9 April 2018

Original: English

Economic Commission for Europe

Conference of European Statisticians
Sixty-sixth plenary session
Geneva, 18–20 June 2018
Item 3 (b) of the provisional agenda
Measuring what matters - broadening official statistics:
Session 2: How to react swiftly

Working with customers to unleash the power of data to change lives

Note by Statistics New Zealand

Summary

In 2014 Statistics New Zealand set itself the strategic vision of unleashing the power of data to change lives. This means pushing the boundaries of data analysis and use. Partnerships are at the core of the vision allowing to extend the statistical office's reach, capability and impact as New Zealand's statistics and data agency.

This document provides an overview of two new approaches taken to implement the vision. The first is a new approach in releasing experimental statistics allowing to unleash data at "any point" in the production cycle. The second approach is related to partnering with Māori, the indigenous people of New Zealand.

The document is presented to the Conference of European Statisticians' seminar on "Measuring what matters – broadening official statistics", Session 2 "How to react swiftly" for discussion.

GE.18-05418(E)

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I. Introduction

1. New Zealand has started on an exciting evolution to increase the accessibility, usability and value of its statistical data. The data ecosystem (that is, all of the data and its suppliers and users in New Zealand) is increasingly being called on to deliver greater value to the country. Decision-makers, policy-makers, Māori and iwi, businesses, community groups, and individuals want to enhance their use of the rich data resources held in the data ecosystem to inform thinking and decisions.

2. Value is delivered through use. In order to ensure that our products and services are delivering high value to our customers, Statistics New Zealand recognised that we needed to find better ways of working with both existing and new customers. By revisiting how we think about value, we have realised the limitations of the Generic Statistical Business Process Model (GSBPM) and created a new model that has supported us to think differently about how we deliver our statistics.

Figure I
Value Model of Statistics New Zealand

Statistics New Zealand Value Model
Unleash
We unleash the power of data and statistics through our service offerings.
Discover
We seek to understand and learn from our customers and other participants in the data ecosystem.
Explore
We experiment with new data sources, methods, and products to meet changing and emerging needs.
Strategic delivery model
Sustain
Enrich
Discover
Explore
Source
Shape
Source
We source and access data in ways that are efficient and maximise reuse.
Shape
We provide robust, integrated, and easily accessible anonymised data, as close as possible to its natural form.
Enrich
We enrich New Zealand's most important data and provide quality insights in ways that are meaningful to our customers.
Sustain
We conserve New Zealand's most important information assets so they retain their value and remain accessible.

3. Two approaches we have used successfully to deliver value in different ways are presented in this document.

4. Experimental Statistics provide a mechanism to share early stage data with customers with the goal of as a minimum being open and releasing value early, and ideally getting feedback that helps to improve the value delivered in the final product.

5. The Pilot Partnerships Projects recognised the importance of partnerships and co-design to unleash the power of data to change lives.

II. Experimental statistics - Work with our customers to increase the value we deliver

6. Historically Statistics New Zealand has taken a very conservative approach to sharing data that was a final version that has gone through all the rigours that delivering official statistics entails. Quality is always important – but how good is good enough and who should decide? As the NSO we are well placed to know what good quality official statistics looks like. But we also know that our customers can gain valuable insights from

early versions of data and can also provide helpful feedback to increase the value of the final product or service.

7. One mechanism that we have used to release data early and to seek customer insights at an early stage is an Innovation website where the brand of "experimental" has been used to highlight work-in-progress data to customers.

8. The following list highlights the range of experimental statistics we have undertaken:

- Early stage Annual Balance Sheet data and methods;
- Business Performance Benchmarker;
- Experimental dwelling estimates;
- Interactive map of new dwellings consented;
- Data search bot, Living Costs explorer.

9. The key benefits we have sought through use of this channel to release experimental statistics are to:

- Improve quality by using external expertise to identify where improvements are needed, and identify potential improvements in data selection, methodologies, and assumptions to resolve issues;
- Increase engagement with customers and stakeholders, especially on issues that we want the most input on;
- Create an additional channel to obtain customer needs and preferences;
- Test whether there is broad enough demand to make these statistics part of our ongoing production and justify the cost;
- Increase customer focus, be more transparent and open.

10. One example of release of "experimental statistics" was our early stage Balance Sheets where final methodologies required assumptions to eliminate imbalances. We were keen to get input from external experts to guide the assumptions we made. At the same time key customers had indicated that they were eager to see work-in-progress estimates for their own benefit. While we saw clear benefits, we also understood there were risks. In this example the risks were seen as:

- Exposing early stage work-in-progress results might undermine the confidence of customers;
- Choosing suggestions promoted by external parties may be perceived as biasing our methods, particularly if the suggestions could be seen as self-interested;
- Increasing workload, and delayed decision-making for our teams;
- Media reporting on the work-in progress results as official and/or questioning their quality;
- Criticism of our approach and argument over methodologies that we do not agree with or may want to disengage from.

11. None of these risks did eventuate – helped by active management with clear messaging as a key mitigation tool. While the number of customers viewing our experimental series on the innovation site has been low relative to our main website, it has provided a useful forum for sharing data early with a small community of highly knowledgeable customers. The discussion and feedback has been useful and led to

improvements in products. Those that have engaged have seen value in the opportunity. We anticipate that with increased use of this approach the number of customers engaging will increase.

III. Pilot Partnership Projects (PPPs) - Improving data access and building capability for iwi and Māori

12. Partnerships are at the core of our vision to unleash the power of data. By working with others we extend our reach, capability and impact as New Zealand's statistics and data agency.

13. The relationship that New Zealand Government agencies have with Maori (the indigenous people of New Zealand) is guided by the Treaty of Waitangi (the Treaty). The Treaty principles guide Statistics New Zealand's relationships with Maori as well as Maori data needs and interests. The concept of partnership is key and the pilot partnership projects (PPP) initiative has been fundamental to strengthening a partnership approach.

14. In the past 18 months, Statistics New Zealand has helped run four data huis (gatherings) at Parliament, which focused on how partnerships can increase the value of data. The huis provide an important opportunity to work directly with iwi (tribe) leaders. We also work with and support the Iwi Leaders Group for Data, formed in 2016 as a sub-group of the Iwi Chairs' Forum.

15. In December 2015, Statistics New Zealand, the Treasury, and the Office of the Minister of Finance convened He Hui Tatauranga, the second Data Hui. Statistics New Zealand presented a plan at that Data Hui for data delivery for iwi, Māori, Pacifika, and NGOs that included delivering 2 to 3 Pilot Partnership Projects (PPP). These were seen as a means of working collaboratively on real-world issues and to use the lessons learned to develop new, relevant and innovative products and services.

16. A formal call for expressions of interest in the PPP programme was made on 2 February 2016 and, by 29 February 2016, 20 expressions had been received. Following evaluation based on the criteria of value, learning and feasibility, and the incorporation of 1 of 2 existing partnership projects, the following PPPs were formed:

Table 1
Pilot partnerships projects (PPPs)

Methodist Mission Southern – find insights from integrated data (IDI) on risks and bright spots for youth aged 15-24 years.	**Auckland City Mission** – integrate NGO data with the Integrated Data Infrastructure (IDI).
Te Runanganui o Ngāti Porou – develop an outcomes measurement framework, with a strong focus on strengths-based analysis.	**Ngāi Tūhoe** – provide insights on children at risk and on the significance of te reo Māori.
Te Mana Raraunga – create an iwi-verified rohe geographic variable to link with the integrated data (IDI).	**Waiora Pacific** – provide data to feed into a business intelligence and data visualisation tool for Iwi.
Te Tihi o Ruahine – place a Te Tihi o Ruahine staff member at Statistics New Zealand to improve her analytical and statistical capability.	**Ngai Tāhu** – project to research life pathways for tribal youth.

17. Working in partnership with iwi, Māori, and NGOs, we investigated, researched, upskilled, co-designed, introduced new data sources, shared code for reuse, built capability, designed surveys, customised tables for apps, and provided training and advice. Reports were produced – on subjects such as chronic health conditions and youth not in employment, education, or training (NEET) – and maps and tables created to inform decision-making and next steps. The following table outlines what was delivered during the PPPs.

Table 2
Results of the Pilot partnerships projects (PPPs)

Te Tihi o Ruahine 4 month placement of Te Tihi o Ruahine staff member at Statistics New Zealand – Aug-Nov 2017 Provided training and advice on development of survey questionnaire, survey tool, analysis **Ngai Tāhu** Good Outcomes Report Feb 2017 Prevalence of Chronic Health Conditions for Ngāi Tahu Population – April 2017 Data analytics capability development – Statistics New Zealand Analyst 4 week placement – May 2017 Prototype Iwi Insights Tool – August 2017 **Ngāi Tūhoe** Tuhoe interactions with child protection agencies report – Sep 2016 Tuhoe language retention and transmission report – Apr 2016 **Ngāti Porou** Baseline data from Census and IDI Complex range of health, education, government 'event' and 'at risk' data for Ngāti Porou, Maori and non-Māori living in the Tairāwhiti area	**Auckland City Mission (ACM)** Feasibility Study, Privacy Impact Assessment, Risk Assessment, Business Case for Integration, Data Dictionary ACM client data 1996-present integrated into IDI covering: Income, expenses, housing status, and household composition of ACM clients, and the services these clients use **Methodist Mission Southern** Analytical report on Otago youth not in employment, education or training (NEET) – July 2017 Maps and tables of NEET population in different regions – July 2017 Code shared for re-use by other IDI researchers **Waiora Pacific** Customised tables of 2013 Census data that Waiora Pacific built into Takiwa apps for Tainui-Waikato Iwi, Tamaki Regeneration Company, Independent Maori Statutory Board and Ngati Porou **Te Mana Raraunga** Project is still underway

18. Because of undertaking the PPPs, relationships were strengthened by working together on concrete partnerships, building trust and confidence. Communities benefitted from more informed decisions based on relevant and valued data. Organisations involved in the PPPs had a first-hand experience of the co-design process.

19. There were significant learnings, including things that went well:

- Leading with tikanga e.g., kanohi ki te kanohi – face-to-face approach;
- The iwi-relationship management – critical bridge between organisations;
- First-hand exposure to customer & internal capability development;
- Diversity of teams helped establish the partner's needs;
- Agile approach provided opportunity for refinement;

- Providing research partner with Phase 1 access;
- Making use of knowledge, learning, and assets from others;
- Partnerships added meaning to the work and gave the instant feedback necessary to improve the product;
- Collaboration with partner organisations.

As well as things that needed to be improved:

- Take time to build the relationship with the partner;
- Project leads with an appropriate level of project management training need to be assigned at the beginning of the partnership;
- PPPs need to go through a specific viability, need assessment, and scope clarification process. This will allow the identification of the appropriate benefits to be realised and the appropriate resource requirements to achieve them;
- A scaled back project management approach can be applied given the small scale, and once the benefits and scope are captured, the minimum of roles defined;
- Communications need to encourage clear and open dialogue around the agreed scope, roles and expectations, within a firm project framework where the detailed scope is managed by the project lead;
- The PPPs need to provide stretch opportunities for staff.

20. Looking to the future, we will develop even more active partnerships with iwi and Māori organisations, we will explore different ways to meet iwi and Māori needs for data and analytics by building capability. Our next partnership will be the 2018 Census data trial for iwi. In partnership with the Data Iwi Leaders Group, Statistics New Zealand is running a trial with all iwi who would like access to census data about their tribes. The service, which is free for 12 months, seeks to share more data and, with the combined expertise of iwi data technicians and Statistics New Zealand, raise the data capability of iwi.

IV. Conclusions

21. This document introduces Statistics New Zealand's new Strategic Delivery Model and provides an overview of two approaches used to work with customers to unleash the power of data to change lives. Although the approaches are quite different, they both have an outcome of increasing the value delivered through data. Both have provided valuable learnings and are helping to shape our continually changing approach as we seek to improve our delivery to our most important customers, and improve the way to anticipate and react more swiftly as an agile organisation.

United Nations ECE/CES/2018/21

Economic and Social Council

Distr.: General
29 March 2018

Original: English

Economic Commission for Europe

Conference of European Statisticians
Sixty-sixth plenary session
Geneva, 18–20 June 2018
Item 3 (b) of the provisional agenda
Measuring what matters - broadening official statistics:
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How our people are changing to unleash the power of data to change lives

Note by Statistics New Zealand

Summary

In 2014 Statistics New Zealand set itself the strategic vision of unleashing the power of data to change lives. We did this recognising that our purpose was to empower decision-makers by adding value to New Zealand's most important data. We also recognised that our people were central to us realising that vision and it would mean adapting and evolving our culture. Māori (the indigenous people of New Zealand) have a proverb "What is the most important thing in the world? It is people, it is people, it is people".

Statistics New Zealand is now the lead agency for government-held data and in 2017 the New Zealand State Services Commissioner designated the Chief Executive of Statistics New Zealand as the Government Chief Data Steward. This involves supporting government agencies to build their capability and manage the data they hold as a valuable strategic asset. Through this role we help government and other users understand what data is telling us, what it can tell us, and importantly what the limitations of the data are.

Whilst the above describes our journey in terms of what we do, what we want to share now are the new ideas that are shaping our implementation of our strategy, in other words, how we do this. This document outlines some of the initiatives Statistics New Zealand is working on with its people and culture on the journey towards becoming an organisation that anticipates and reacts swiftly and is agile when thinking about how we work.

The document is presented to the Conference of European Statisticians' seminar on "Measuring what matters – broadening official statistics", session 2 "How to react swiftly" for discussion.

GE.18-04977(E)

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I. Introduction

"Culture eats strategy for breakfast"

1. Statistics New Zealand's strategic direction is compelling and necessary. We have traditionally added value to New Zealand through collecting, processing, and analysing data to create official statistics. Due to our expertise in data management and protection, we have also been trusted with the mandate to lead the Official Statistics System (OSS). We have performed this function reliably and with care to provide robust and relevant statistics to inform decision-making in New Zealand. However, our environment is changing and, while we must retain our core role as a trusted and independent provider of official statistics, we need to grow to respond to our changing environment.

2. We are acknowledged as the only government agency solely focussed on data and so we have knowledge and expertise that can be applied more broadly to support other government agencies to realise the potential of government data as strategic assets. This approach has wider benefits than just the OSS.

3. Now, and in the future, how we work and the scope of our work in changing from our historical remit as a provider of official statistics to a new expanded remit focusing on unleashing the power and value of data. The expected scale of change to achieve this is significant, however, without this accelerated evolutionary change, Statistics New Zealand runs the risk of losing relevance and not delivering the value New Zealand requires.

4. In bringing our people along on the strategic journey and examining our culture Statistics New Zealand has undertaken many initiatives, we have selected three of these to share in this paper; character, agility, and capability. These initiatives are still in progress.

II. IDARE (to unleash to power of data) - Character

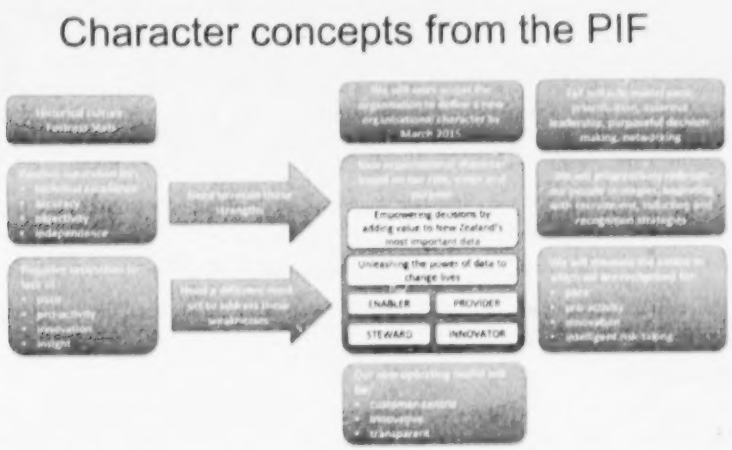
Its character is the only sustainable point of difference for any organisation.

5. An organisation's character is shaped by the shared values, norms and expectations that guide how we approach our work, interact with each other and interact with our customers. Statistics New Zealand's character has long been represented by attributes associated with many national statistics offices (statistical excellence, integrity, confidentiality and data security) and leading, connecting and communicating.

6. With the launch of the new strategy in 2014, Statistics New Zealand recognised that its current character could negatively impact on the changes that need to be made, a recent Performance Improvement Framework Review (PIF)[1] had also provided in-depth feedback on the character of Statistics New Zealand. This feedback and the initial identification of changes required are outline in Figure 1 below.

[1] Performance Improvement Framework – New Zealand Government http://www.ssc.govt.New Zealand/performance-improvement-framework

Figure I
Character concept from the Framework Review (PIF)


Character concepts from the PIF
Empowering decisions by adding value to New Zealand's most important data
Unleashing the power of data to change lives
ENABLER
PROVIDER
STEWARD
INNOVATOR

7. Late in 2014, and through early 2015 Statistics New Zealand, and the Executive Leadership Team in particular, undertook a significant organisational consultation initiative to review and revise its organisational character so that it best represented the positive journey of change we were all embarking on. The primary mechanism used for this was a variety of workshops used to gain insight from across the organisation and focussed on the following questions:

(a) What makes this organisation feel different or unique from our competitors?

(b) Describe the personality or character of this organisation.

(c) What is central to who we are as an organisation that should never change?

8. We needed to describe how we would represent the new strategic direction internally and what would our customers and stakeholders see externally. All through these workshops curiosity, pace and integrity were consistent character traits to be represented.

9. The interpretation and visualisation of the new Statistics New Zealand character was finalised late in 2015, with IDARE being the selected acronym representing **I**nquisitive, **D**riven, **A**gile, **R**esilient, **E**ngaging. It is a state of mind and mode of behaviour that will enable us individually and collectively to continue to perform our core statistical office remit and further expand into our roles of enabler, innovator, and steward. Our aspiration is to respond to the challenge "I dare to unleash the power of data".

10. Throughout 2016 and 2017 we progressively worked to embed IDARE across the organisation, key to this has been a significant communications effort and the development of many supporting materials which are focussed on visibility of the IDARE character. IDARE is now reflected in all our job description as behavioural competencies, and is a core part of our recruitment and retention strategies. There are also important symbols of our character around the office, including printing on our ID lanyards and posters on our noticeboards and areas where we congregate.

III. Agility - developing an agile core and the strategic partners

11. To pursue our strategic direction and achieve our goal to increase the value of data, we need to change the way we work at Statistics New Zealand. Originally outlined as part of the change leadership required to deliver to the new strategic direction, the term 'agile core' was used to describe the fact that Statistics New Zealand needed to move to agile concepts and work styles throughout the organisation, especially in our core business. The term has evolved now to describe the overall positioning required to become a more innovative and agile organisation.

12. As an organisation we had some uncertainty when deciding how to introduce these concepts into the organisation:

(a) How do we learn, and be agile / fast paced at the same time?

(b) We are not quite sure what this fully looks like or understand the capabilities and supporting frameworks to make this work.

We adopted a 'start small, learning as we go' approach.

13. To introduce the concept into the organisation we jumped into the use of some of the new approaches straight away, however this highlighted that we were missing a number of foundational pieces. We learnt that our people needed to upskill to participate fully and get the most value out of these new approaches and to think more about how we sustained these new skills and ways of working when people changed teams or initiatives finished.

14. With a clearer focus, we created a list of potential starters for innovation forums and accelerators.[2] We prioritised and selected initiatives based on do-ability and scale and trialled these between April and the end of June 2016. We partnered with 3 vendors and asked them to work in a collaborative way to help Statistics New Zealand learn.

15. The initial trials were successful, however, our internal capability and capacity in these areas was not sufficient to introduce the concepts and develop our staff in a sustainable way. In 2017 we ran a tender process, contracting two vendors who work collaboratively to provide us with guidance and technical support. These are referred to as our strategic partners.

16. The following details the benefits achieved from one of our most recent engagement with our strategic partners, this work is in relation to our review of our integrated data services:

- **Immediate and real customer focus** – Early work by the teams highlighted the discrepancy between our assumptions and external customers' described pain points;
- **Positive customer feedback** – Customers interviewed by the Access Pathways teams have responded very positively to the fact we are seeking to understand their needs and pain points;
- **Staff focus** - Staff involved in the initiative have responded positively to the experience so far, noting how the agile and lean approaches have elevated their levels of focus and allowed them to dive into the core of our customers' problems.

[2] Accelerators
- 12 week immersive programme, highly structured, lean startup based
- Selected teams, dedicated co-working location
- Mentor driven, demo day at the end of programme, investment focus

- **Engagement** - There has been a high level of external engagement with the initiative. This includes the digital engagement via the Livestream feature on YouTube.[3]
- **Sustained culture change** - After going through this process, the Access Pathways teams have shown an appetite to continue working in agile and lean ways beyond the original working period set out for this initiative because of the benefit it has on their ability to generate more value.

17. There is still a long way to go with this initiative, and it is fair to say that it is quite some way from being fully embedded. To leverage off the momentum of the activities to date, to grow our internal capabilities further, and to get the benefits of these new ways of working, there are areas that need further consideration before scaling these processes out. These include:

(a) The physical environment – Further changes to our spaces are needed to support agile and lean activities. For example, we will need:

- more appropriate space and equipment for visual management;
- more appropriate spaces for activities that have different noise levels, for example having a video conference meeting space without proper sound proofing is very problematic;
- more-open innovation spaces that allow easy access for staff to see activities. This will contribute to the feeling that innovation is part of the Statistics New Zealand DNA;

(b) Technology - our technology environment requires some additional flexibility to support the tools needed by teams. This includes:

- appropriate equipment to set up livestreaming;
- tools that allow video-conferencing with external customers;
- digital tools to support activities like journey/process mapping.

(c) Internal capacity and commitment - As we look to scale more activities we have identified that there isn't the capacity or commitment levels needed to make significant changes to how we work. The challenge lies with trying to get people to participate who are 100% dedicated. In order to get the behaviours Statistics New Zealand needs for a high performance culture, they need to be immersed in the environment. The Access Pathways team in their recent showcase has said immersion is the main contribution to fostering the behavioural change they were exhibiting.

(d) Funding and resourcing – We need to be realistic about how much we can achieve in the innovation/agile space given resource and funding constraints. We are largely reliant on finding suitable prioritised and funded initiatives to demonstrate the value of these new ways of working. With this comes the risk that, with only a small number of initiatives being able to be run using these new methods, we may not come close to achieving the critical mass, or tipping point, required to effect significant, lasting change.

[3] The showcases for Statistics Unleashed were provided via YouTube Live streaming, and were available online – example https://www.youtube.com/watch?v=YwcCW23k_Jo

IV. Capability – statistical, data and analytic (SDA) job family review

18. One of the most significant people related initiatives is the statistical, data and analytic job family review. This is a hugely important step in ensuring that we have the right mix of internal capability to support our vision to unleash the power of data to change lives.

19. We had several organisational drivers for the review:

- Our current statistical job family hasn't been reviewed in 12 years and is feeling out of date;
- We have our vision to unleash the power of data to change lives and our goals of increasing the value of data for decision-makers. This strategic direction has reset our core offerings and redefined our role in the data ecosystem;
- We need to be clear about which capabilities and skills we will need to deliver our core offerings both now and in the future;
- We have taken up the leadership of data and analytics for the state sector – in order to effectively lead in this space we need to be able to share how we are building our people capability. Developing a capability framework and position descriptions that are up to date will help us to do this;
- An updated job family will help us evolve to meet future demands in a data world that is changing all of the time.

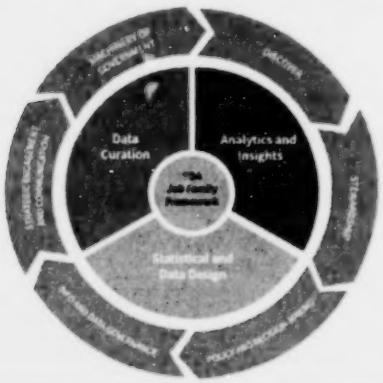
20. To respond confidently to these challenges, we need to be able to work differently and to grow and evolve our organisation's capability. We also need to remain flexible and be able to change to respond to the demands of our external environment.

21. Commencing in June 2016, the SDA job family review involved a cross-organisational team who were nominated as the subject matter experts across a range of roles and levels representing all aspects of Statistics New Zealand's statistical, data and analytic functions. The work involved two accelerators, the first of which was focussed on designing a functional framework for statistical, data and analytic capability utilising tools such as Target Organisational Capability Model, the Strategic Plan and the Statistical Capability Framework; the second involved three design sub-groups from the original accelerator team who developed the roles and competencies in each of the functional areas.

22. Between the first and second accelerator engagement was undertaken with staff and external bodies which included government, the analytics industry and national statistical offices. Extensive internal consultation was undertaken during April and May 2017, this consultation and engagement was via workshops, discussion boards and group meetings and participation in the various forums demonstrated a high level of staff engagement. All feedback was referenced and responded to in the finalised design.

23. In November 2017 the design of the SDA job family was finalised. This includes functional framework, position descriptions and career pathways. The functional framework is provided below to demonstrate the degree of change required.

Figure II
Statistical, data & analytics job family framework



FUNCTION	STATISTICAL AND DATA DESIGN	DATA CURATION	ANALYTICS AND INSIGHTS
WORK STREAMS	• Design • Professional Domain Expertise	• Data Sourcing & Preparation • Data Management & Stewardship	• Statistical Delivery • Statistical Insights

24. The statistical, data, and analytic job family review is one of the first steps in guiding the capability development that Statistics New Zealand needs over the years ahead. The transition to the new job family will be complex and needs careful planning and implementation. We are starting to think about the work that would be involved in doing this, including setting up a formal programme of work and establish an oversight programme board.

V. Conclusions

25. In this document we have provided an overview of three key initiatives Statistics New Zealand has been undertaking to invest in our people. We want our people to participate to their full potential in an organisation that is positioning itself to be more than an official statistics agency and to enable them to anticipate and react swiftly in a modern data world.

26. We are moving fast and doing great things. The dilemma we face is that the world around us is moving even faster and the goal posts keep shifting. We need to be able to anticipate more and respond quickly to the world around us. We need to operate in a way that is faster, smarter, and more innovative.

27. These investments in our people are showing positive results, we are "seeing the new, energised Statistics weaving through what we do", and we can point to many innovations being undertaken in an agile way:

- More meaningful insights for our customers in video releases:
    - More than 3600 views on Prices' shrinkflation video;
    - Livestreaming our showcases.
- Featuring more on breakfast television;

- Greater connections to key policy initiatives and moving at pace with our new government ministers;
- Working with our strategic partners and embracing the agile and lean behaviours to generate greater value;
- Bringing to light and realising more internal innovation through several initiatives showing what our people can really do when they're given the time and space;
- Opening our first international data lab in Sydney, and seeing it used to develop a new deprivation index;
- Delivering a more modern population and dwelling census in 2018.

28. However, we need to keep our focus, it is all too easy to 'do' innovation in pockets, respond quickly in reactive situations and be agile at the margins.

29. Our latest evolution of our journey with our people and culture is to develop an overarching theme for all our people and culture-focussed initiatives called "The Statistics Way". The Statistics Way is all about what makes us 'us' at Statistics New Zealand, such as what we value in our people and the behaviours which need to underpin the way we do things every day. The Statistics Way includes and builds on the initiatives we have outlined as well as several others, two of which are worth mentioning briefly:

(a) Coaching for performance. Coaching is about helping people create a positive, directed change in their working lives. It's about managers helping people develop their potential and being timely and agile in their support of their teams. Managers have recently worked through coaching workshops aimed at increasing their knowledge of the coaching process, and starting to develop the skills needed to be an effective coach. Two toolkits have been developed and recently launched, one for coaches and one for those being coached. This will continue to be embedded through 2018.

(b) Our enabling environment. This includes the technology and workplace design that enables our people and their advancement of our strategic direction. This work is re-starting after being disrupted by a major (the Kaikoura) earthquake in November 2016. All staff are currently participating in the design needs for this work starting with completing the Leesman survey.

30. "He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata" - "What is the most important thing in the world? It is people, it is people, it is people". We hope we have demonstrated this to you as we continue on our exciting journey.